

DOCUMENT RESUME

ED 435 240

HE 032 458

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TITLE Salary-Trend Study of Faculty in Marketing Management and Research for the Years 1995-96 and 1998-99.
INSTITUTION Appalachian State Univ., Boone, NC.; College and Univ. Personnel Association, Washington, DC.
PUB DATE 1999-00-00
NOTE 19p.; For other salary-trend studies for 1995-96 and 1998-99, see HE 032 427-479.
PUB TYPE Reports - Research (143)
EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *College Faculty; Comparative Analysis; Distributive Education; Higher Education; Intellectual Disciplines; *Management Development; *Marketing; *Private Colleges; *Public Colleges; Statistical Data; *Teacher Salaries; Trend Analysis
IDENTIFIERS : *Classification of Instructional Programs; Market Research

ABSTRACT

This report, covering 2,892 marketing management and research faculty, is part of an annual national survey of faculty salaries. The survey consists of two parts: one covering public and one covering private four-year colleges and universities. Data for the baseline year 1995-96 and the trend year 1998-99 were collected for full-time teaching faculty in 53 selected academic disciplines from 279 public and 386 private institutions. The first section of the report defines the methodology and terms used; this is followed by a data page listing average salaries for all participating institutions by faculty rank (including a new assistant professor rank), faculty mix percent, and salary factors. A concluding section compares salary trend information for both public and private institutions for the 2 study years with trend information for all fields and with the Consumer Price Index. It notes that, for both public and private institutions about average marketing management/research faculty salaries in 1995-96 were about 23 percent higher than those for all ranks in all major fields; in 1998-99, salaries in public institutions were 25.6 percent higher and those in private institutions were 21.7 percent higher. Appended is a list of the 53 selected academic disciplines, as well as lists of the participating public and private colleges. (CH)

SALARY-TREND STUDY OF FACULTY IN
MARKETING MANAGEMENT AND RESEARCH
FOR THE YEARS
1995-96 AND 1998-99

Foreword

by

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Since 1982-83 the College and University Personnel Association (CUPA) in Washington, DC, in cooperation with Appalachian State University in Boone, NC, have conducted annual national faculty salary surveys by discipline and rank each year through 1998-99. Two separate surveys are conducted each year, one for public senior colleges and universities and the other for private senior colleges and universities.

Salary data from the 1995-96 and 1998-99 surveys were collected and tabulated for full-time teaching faculty in 53 selected academic disciplines/major fields chosen from among those defined by A Classification of Instructional Programs, 1990.

Each of the 53 academic disciplines/major fields presents a summary of the overall average salary increase in that academic discipline/major field from the "baseline year" of 1995-96 to and including the "trend year" of 1998-99 for both public and private participating institutions. Of the 329 public institutions which participated in CUPA's public survey of 1995-96, 279 also participated in the 1998-99 survey. Data from those same 279 institutions were used in both the baseline year and the trend year studies. Of the 530 institutions which participated in CUPA's private survey of 1995-96, 386 also participated in the 1998-99 survey. Data from those same 386 institutions were used in both the baseline year and the trend year.

In addition to listing the average salaries in **Marketing Management and Research** for both public and private participating institutions by rank, including "new assistant professor," and listing the faculty mix percentage (FAC MIX PCT) and the salary factor, comparisons are made between the two public surveys and the two private surveys for each of the two study years (1995-96 and 1998-99) and with the CPI (Consumer Price index) of changes in cost-of-living.

The list of all 53 selected academic disciplines/major fields surveyed, including **Marketing Management and Research**, is found in appendix A, and the lists of all participating senior colleges and universities are found in appendixes B (public) and C (private) of this article.

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Since 1982-83 the College and University Personnel Association (CUPA) in Washington, D.C., in cooperation with Appalachian State University in Boone, North Carolina, has conducted two annual national faculty salary studies by discipline and rank through 1998-99: one for public senior colleges and universities, and the other for private senior colleges and universities.

Salary data for each study were collected and tabulated for full-time teaching faculty in 53 selected academic disciplines/major fields chosen from among those defined by A Classification of Instructional Programs *(CIP), 1990, including Market Management and Research. The CIP defines the discipline/major field of Market Management and Research as,

A group of instructional programs that prepares individuals to provide services for moving goods and services from producer to consumer and to manage such services.*

[*A Classification of Instructional Programs (Washington, D.C.: National Center for Education Statistics, [1990]. P. 198--52.1400).]

This article summarizes the overall average salary increases in the discipline/major field of Market Management and Research for both public and private institutions from the "baseline year" of 1995-96 to and including the "trend year" of 1998-99. Of the 329 institutions which participated in CUPA's PUBLIC study of 1995-96, 279 also participated in 1998-99. Data from those same 279 institutions were used in both the baseline year and the trend year. Of the 530 institutions which participated in CUPA's PRIVATE study of 1995-96, 386 also participated in 1998-99. Data from those same 386 institutions were used in both the baseline year and the trend year.

This article lists the average salaries for the discipline/major field of Marketing Management and Research for both public and private participating institutions by rank, including NEW ASST PROF (new assistant professor), the FAC MIX PCT (faculty mix percentage), and the SALARY FACTOR. Comparisons are also made using the CPI's (Consumer Price Index) changes in cost-of-living between the two studies for each of the two study years (1995-96 and 1998-99).

The CPI uses a base period of 1982-84 and measures/tabulates prices of food, clothing, shelter and fuels, transportation, medical care, entertainment and other goods and services people buy for day-to-day living. When examining trends in faculty salary, it is important to consider any changes in the purchasing power of salaries due to inflation. Comparing changes in the faculty salaries with the CPI gives one a more precise view of what "real" salary increases are, that is, buying power.

The salary is based on a nine- or 10-month academic year salary of full-time faculty, and does not include any faculty teaching less than 51 percent. Salary for summer academic work, fringe benefits, and perquisites are also not included in the salary data. The average salary is based on the study information with the assumption that all employees are full-time. The average salary displayed is an average of all faculty salaries reported for a given rank and discipline.

"NUM" refers to the number of faculty members whose salaries were included to compute the average salary.

"N/IN" refers to the number of institutions that reported salary data for a given academic rank and discipline/major field.

The FAC MIX PCT represents the percentage of faculty in a given discipline/major field who hold a given academic rank. For example, a FAC MIX PCT factor of 32.8 for associate professors of Marketing Management and Research in the 1995-96 public study means that 32.8 percent of the

faculty in that discipline/major field held the rank of associate professor.

The SALARY FACTOR for a given rank in a given discipline/major field represents the ratio of the average salary to the total average salary of all institutions in each of the four studies: PUBLIC 1995-96, PUBLIC 1998-99, PRIVATE 1995-96 and PRIVATE 1998-99. For example, a SALARY FACTOR of 1.23 for associate professors in the discipline/major field of Market Management and Research in the 1995-96 public study means that their average salary is 23 percent higher than the average salary for all associate professors in all institutions in that study.

NEW ASST PROF refers to the grouping of assistant professors hired for the first time in the fall of the study year (1995-96 or 1998-99). All information for this group was included in the ASST PROF group for reporting purposes.

ALL MAJOR FIELDS refers to the entire data base for all 53 disciplines/major fields in each of the four studies. Among other things, it is used to compare the discipline/major field of Market Management and Research with the entire data base for each study.

The reader will find the size of the sample on which each percentage or dollar value is based to be of particular importance. The smaller the number in the group, the greater the effect of extreme scores on a descriptive statistic such as the average. It should also be noted that any large disparity in the sample sizes between the "baseline year" of 1995-96 and the "trend year" of 1998-99 will lessen the reliability and validity of any conclusions that one might make based on a simple comparison of averages.

	PROF			ASSOC PROF			ASST PROF			NEW ASST PROF			INSTRUCTOR			ALL RANKS		
	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN	SALARY	NUM	N/IN
DISCIPLINE: BUSINESS MANAGEMENT & ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Marketing Management and Research																		
PUBLIC, 1995-96:																		
AVERAGE																		
SALARY:	68685	371	107	58383	333	107	52843	266	105	50631	30	24	32223	46	31	59510	1016	132
FAC MIX																		
PCT:	36.5%			32.8%			26.2%			3.0%			4.5%			100.0%		
SALARY																		
FACTOR:	1.13			1.23			1.35			1.38			1.10			1.23		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	60591	32113	279	47365	27143	279	39120	25458	279	36754	4205	272	29192	5946	251	48543	90660	279
FAC MIX																		
PCT:	35.4%			29.9%			28.1%			4.6%			6.6%			100.0%		
DISCIPLINE: BUSINESS MANAGEMENT & ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Marketing Management and Research																		
PUBLIC, 1998-99:																		
AVERAGE																		
SALARY:	78128	394	116	65384	340	123	58110	247	101	57534	52	38	37599	54	32	67050	1035	140
FAC MIX																		
PCT:	38.1%			32.9%			23.9%			5.0%			5.2%			100.0%		
SALARY																		
FACTOR:	1.16			1.25			1.37			1.41			1.17			1.26		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	67342	31095	279	52140	26937	279	42557	24888	279	40911	4386	260	32241	6254	239	53370	89174	279
FAC MIX																		
PCT:	34.9%			30.2%			27.9%			4.9%			7.0%			100.0%		
DISCIPLINE: BUSINESS MANAGEMENT & ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Marketing Management and Research																		
PRIVATE, 1995-96:																		
AVERAGE																		
SALARY:	72475	107	47	59855	167	65	53549	140	66	55077	13	13	37986	28	17	59528	442	98
FAC MIX																		
PCT:	24.2%			37.8%			31.7%			2.9%			6.3%			100.0%		
SALARY																		
FACTOR:	1.17			1.30			1.40			1.53			1.24			1.23		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	61833	14431	382	46184	13559	385	38154	13141	386	35928	2041	350	30749	1983	292	48264	43114	386
FAC MIX																		
PCT:	33.5%			31.4%			30.5%			4.7%			4.6%			100.0%		
DISCIPLINE: BUSINESS MANAGEMENT & ADMINISTRATIVE SERVICES																		
MAJOR FIELD: Marketing Management and Research																		
PRIVATE, 1998-99:																		
AVERAGE																		
SALARY:	79018	104	50	66770	148	61	57941	127	60	62972	18	15	45456	20	15	66084	399	92
FAC MIX																		
PCT:	26.1%			37.1%			31.8%			4.5%			5.0%			100.0%		
SALARY																		
FACTOR:	1.12			1.31			1.38			1.58			1.31			1.22		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY:	70365	15405	383	51127	14285	386	41924	13139	386	39867	2178	339	34625	1974	294	54316	44803	386
FAC MIX																		
PCT:	34.4%			31.9%			29.3%			4.9%			4.4%			100.0%		

RESULTS OF THE TWO PUBLIC STUDIES: 1995-96 AND 1998-99

In the PUBLIC 1995-96 study in the above table, the discipline/major field of Market Management and Research was reported in 132 of the 279 public institutions. The average salary of the 1,016 faculty was \$59,510. This average salary was approximately 22.6 percent higher than the average salary of \$48,543 for all 90,660 faculty in ALL MAJOR FIELDS in the same 1995-96 public study.

For the PUBLIC 1998-99 salary study in the above table, Market Management and Research was reported in 140 of the same 279 public institutions. The average salary of the 1,035 faculty was \$67,050. This average salary was approximately 25.6 percent higher than the average salary of \$53,370 for all 89,174 faculty in ALL MAJOR FIELDS in the 1998-99 public study.

The three-year increase in average salaries for all faculty in the discipline/major field of Market Management and Research in the public institutions studied was 12.7 percent (\$67,050 minus \$59,510 equals \$7,540). The CPI of increase cost-of-living between October 1995 and October 1998 was 6.7 percent. In comparison, with the CPI, there was a relative increase in Market Management and Research average faculty salaries over the three-year period by 6 percent or an average of 2.0 percent each year above the cost-of-living.

The increase in average salaries for all faculty in ALL MAJOR FIELDS over three years in the public institutions studied was 9.9 percent (\$53,370 minus \$48,543 equals \$4,827). In comparison to the discipline/major field of Market Management and Research (12.7%), the faculty in ALL MAJOR FIELDS received a relative increase in their salaries of 2.8 percent less than the faculty in the discipline/major field of Market Management and Research.

In the 1995-96 study the faculty mix percentage in Market Management and Research is higher at the professor rank than at the assistant professor rank: 36.5 percent vs. 26.2 percent; in the

1998-99 study it is 38.1 percent vs. 23.9 percent. The differences in faculty mix percentage at the ranks of professor and assistant professors in ALL MAJOR FIELDS for both public studies are 35.4 percent vs. 28.1 percent (1995-96) and 34.9 percent vs. 27.9 percent (1998-99).

Finally, the hiring rate of new assistant professors in Market Management and Research in the public studies was lower than the hiring rate of ALL MAJOR FIELDS in 1995-96, 3.0 percent (30/1,016) vs 4.6 percent (4,205/90,660) and higher in 1998-99, 5.0 percent (52/1,035) vs. 4.9 percent (4,386/89,174).

RESULTS OF THE TWO PRIVATE STUDIES: 1995-96 AND 1998-99

The PRIVATE 1995-96 salary study in the above table indicates that the discipline/major field of Market Management and Research was reported in 98 of the 386 private institutions. The average salary of the 442 faculty was \$59,528, an average salary 23.3 percent higher than the average salary of \$48,264 for all 43,114 faculty in ALL MAJOR FIELDS in the 1995-96 private study.

In the PRIVATE 1998-99 salary study in the above table, 92 of the same 386 private institutions reported Market Management and Research. The average salary of the 399 faculty was \$66,084, an average salary 21.7 percent higher than the average salary of \$54,316 for all 44,803 faculty in ALL MAJOR FIELDS in the 1998-99 private study.

The three-year increase in average salaries for all faculty in Market Management and Research in the private institutions studied was 11.0 percent (\$66,084 minus \$59,528 equals \$6,556). The CPI increased cost-of-living between October 1995 and October 1998 was 6.7 percent. A more realistic increase, therefore, in the average faculty salaries of Market Management and Research over the three-year time period, is 4.3 percent or 1.4 percent each year above the cost-of-living.

The three-year increase in average salaries for all faculty in ALL MAJOR FIELDS in the

private institutions studied was 12.5 percent (\$54,316 minus \$48,264 equals \$6,052). In comparison to Market Management and Research (11.0%), the faculty in ALL MAJOR FIELDS increased their salaries 1.5 percent more than faculty in Market Management and Research.

For both studies in the discipline/major field of Market Management and Research, the faculty mix percentage is lower at the professor rank in comparison to the assistant professor rank: 24.2 percent vs. 31.7 percent (1995-96); and 26.1 percent vs 31.8 percent, (1998-99). The differences in the ranks of professor and assistant professor in ALL MAJOR FIELDS for both private studies are 33.5 percent vs. 30.5 percent (1995-96) and 34.4 percent vs. 29.3 percent (1998-99).

Finally, the hiring rate for new assistant professors in Market Management and Research was lower than the hiring rate in ALL MAJOR FIELDS in the 1995-96 private study: 2.9 percent (13/442) vs. 4.7 percent (2,041/43,114) and lower in the 1998-99 private study: 4.5 percent (18/399) vs. 4.9 percent (2,178/44,803).

CONCLUSION

This article presents salary-trend information on the academic discipline/major field of Market Management and Research and compares that information with both ALL MAJOR FIELDS and the CPI over a period of three years, from the "baseline year" of 1995-96 through the "trend year" of 1998-99. Two studies--one for public institutions, and the other for private institutions--were conducted for the baseline year and for the trend year--a total of four studies. A total of 2,892 (1.1%) faculty in the discipline/major field of Market Management and Research participated and were included in the 53 disciplines/major fields in each of the four studies and in the overall total of 267,751 participating faculty. The same 279 public institutions and the same 386 private institutions in the United States participated in the baseline year and in the trend year.

Although the public and private studies data may be interpreted in a variety of ways, several significant points are as follows. First, the average faculty salary factors in the discipline/major field of Market Management and Research for the 1995-96 public study was 23.0 percent higher than that of all ranks in ALL MAJOR FIELDS (1.00); and for the 1995-96 private study it was 23.0 percent higher than the average faculty salary factors for all ranks in ALL MAJOR FIELDS (1.00). In both the public and private studies the average faculty salary factors for all ranks in Market Management and Research in 1998-99 were 26.0 percent higher and 22 percent higher than the average salary factors for all ranks in ALL MAJOR FIELDS (1.00), respectively.

Second, the October 1998 CPI reflects an 6.7 percent increase over the October 1995 CPI and indicates that the faculty in Market Management and Research in the public institutions received an average annual salary increase of 2.0 percent above the cost-of-living. In the private institutions the annual average salary increase was 1.4 percent above the cost-of-living.

Third, in both the 1995-96 and 1998-99 public studies in Market Management and Research, the professor rank FAC MIX PCTs are higher than those for the assistant professor rank. However, in the 1995-96 and 1998-99 private studies the FAC MIX PCTS were lower at the professor rank than at the assistant professor rank.

Finally, the hiring rate of new assistant professors in Market Management and Research in the 1995-96 public study and in the 1995-96 and 1998-99 private studies were lower than the hiring rate of ALL MAJOR FIELDS. However, in the hiring rate for new assistant professors in the 1998-99 public study were higher than the hiring rate for ALL MAJOR FIELDS.

Because a significant data base of average faculty salaries in the academic discipline/major field of Market Management and Research has now been developed, it is anticipated that this information will serve as a valuable reference and evaluation tool for interested administrators and

professors.

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APPENDICES:

- A - OVERALL LIST OF SELECTED DISCIPLINES, page 10
- B - LIST OF PUBLIC PARTICIPATING INSTITUTIONS, page 11
- C - LIST OF PRIVATE PARTICIPATING INSTITUTIONS, page 14

APPENDIX A

OVERALL LIST OF SELECTED DISCIPLINES

ACCOUNTING	PHYSICS
ADMINISTRATIVE ASSISTANT AND SECRETARIAL SERVICES	POLITICAL SCIENCE AND GOVERNMENT
ANTHROPOLOGY	PSYCHOLOGY, GENERAL
ARCHITECTURE AND RELATED PROGRAMS	PUBLIC HEALTH
AREA, ETHNIC, AND CULTURAL STUDIES	READING TEACHER EDUCATION
BIOLOGY, GENERAL	SOCIAL SCIENCES, GENERAL
BUSINESS ADMINISTRATION AND MANAGEMENT	SOCIAL WORK
BUSINESS MANAGEMENT AND ADMINISTRATIVE SERVICES	SOCIOLOGY
BUSINESS/MANAGERIAL ECONOMICS	SPECIAL EDUCATION
CHEMISTRY	SPEECH- LANGUAGE PATHOLOGY AND AUDIOLOGY
COMMUNICATIONS	TEACHER EDUCATION, SPECIFIC ACADEMIC AND VOCATIONAL PROGRAMS
COMMUNICATIONS TECHNOLOGIES	VISUAL AND PERFORMING ARTS
COMPUTER AND INFORMATION SCIENCES	
COUNSELOR EDUCATION/STUDENT COUNSELING AND GUIDANCE SERVICES	TOTAL 53
CRIMINAL JUSTICE AND CORRECTIONS	
CURRICULUM AND INSTRUCTION	
DRAMA/THEATER ARTS AND STAGECRAFT	
ECONOMICS	
EDUCATION	
EDUCATION ADMINISTRATION AND SUPERVISION	
ENGINEERING, GENERAL	
ENGINEERING-RELATED TECHNOLOGIES	
ENGLISH LANGUAGE AND LITERATURE/LETTERS, GENERAL	
ENTERPRISE MANAGEMENT AND OPERATION	
FINE ARTS AND ART STUDIES	
FOREIGN LANGUAGES AND LITERATURES	
GEOGRAPHY	
GEOLOGICAL AND RELATED STUDIES	
HISTORY, GENERAL	
HOME ECONOMICS, GENERAL	
LIBRARY SCIENCE	
MARKETING MANAGEMENT AND RESEARCH	
MATHEMATICS	
MULTI/INTERDISCIPLINARY STUDIES	
MUSIC	
NURSING (R.N. TRAINING)	
OCCUPATIONAL THERAPY	
PARKS, RECREATION AND LEISURE STUDIES	
PHILOSOPHY AND RELIGION	
PHYSICAL SCIENCES, GENERAL	
PHYSICAL THERAPY	

APPENDIX B

CUPA Public Faculty Salary-Trend Studies: 1995-96 and 1998-99

Institutions Participating in Both Studies:

Alcorn State University (MS)	Eastern New Mexico University Main Campus (NM)
Angelo State University (TX)	Eastern Washington University (WA)
Appalachian State University (NC)	Edinboro University of Pennsylvania (PA)
Arizona State University-West (AZ)	Emporia State University (KS)
Arkansas State University (AR)	Fairmont State College (WV)
Arkansas Tech University (AR)	Ferris State University (MI)
Armstrong Atlantic State University (GA)	Fitchburg State College (MA)
Auburn University-Montgomery (AL)	Florida International University (FL)
Augusta State University (GA)	Fort Hays State University (KS)
Austin Peay State University (TN)	Fort Lewis College (CO)
Ball State University (IN)	Francis Marion University (SC)
Bemidji State University (MN)	Frostburg State University (MD)
Black Hills State University (SD)	George Mason University (VA)
Bloomsburg University of Pennsylvania (PA)	Georgia College & State University (GA)
Bluefield State College (WV)	Georgia Institute of Technology (GA)
Boise State University (ID)	Georgia Southern University (GA)
Bowie State University (MD)	Georgia Southwestern State University (GA)
Bridgewater State College (MA)	Georgia State University (GA)
California Polytechnic State University-San Luis Obispo (CA)	Glenville State College (WV)
California State University-Los Angeles (CA)	Grand Valley State University (MI)
California State University-Northridge (CA)	Henderson State University (AR)
California State University-Stanislaus (CA)	Idaho State University (ID)
Central Michigan University (MI)	Illinois State University (IL)
Central Missouri State University (MO)	Indiana State University (IN)
Central Washington University (WA)	Indiana University-Bloomington (IN)
Citadel, the Military College of South Carolina, The (SC)	Indiana University-East (IN)
City University of New York-Bernard M. Baruch College (NY)	Indiana University-Kokomo (IN)
Clarion University of Pennsylvania (PA)	Indiana University-Northwest (IN)
Clayton College and State University (GA)	Indiana University-Purdue University Fort Wayne (IN)
Clemson University (SC)	Indiana University-Purdue University Indianapolis (IN)
Cleveland State University (OH)	Indiana University-South Bend (IN)
Clinch Valley College of the University of Virginia (VA)	Indiana University-Southeast (IN)
Coastal Carolina University (SC)	Indiana University of Pennsylvania (PA)
College of Charleston (SC)	Jacksonville State University (AL)
College of New Jersey, The (NJ)	James Madison University (VA)
College of William and Mary (VA)	Keene State College (NH)
Colorado School of Mines (CO)	Kennesaw State University (GA)
Columbus State University (GA)	Kent State University (OH)
Dakota State University (SD)	Kutztown University of Pennsylvania (PA)
Delta State University (MS)	Lamar University-Beaumont (TX)
East Carolina University (NC)	Lander University (SC)
East Central University (OK)	Lock Haven University of Pennsylvania (PA)
East Tennessee State University (TN)	Longwood College (VA)
Eastern Illinois University (IL)	Louisiana State University and A & M College (LA)
Eastern Kentucky University (KY)	Louisiana State University-Shreveport (LA)
Eastern Michigan University (MI)	Louisiana Tech University (LA)
	Marshall University (WV)
	Massachusetts College of Liberal Arts (MA)

Mayville State University (ND)
 McNeese State University (LA)
 Mesa State College (CO)
 Metropolitan State College of Denver (CO)
 Metropolitan State University (MN)
 Miami University (OH)
 Middle Tennessee State University (TN)
 Millersville University of Pennsylvania (PA)
 Minot State University (ND)
 Mississippi State University (MS)
 Mississippi University for Women (MS)
 Missouri Southern State College (MO)
 Missouri Western State College (MO)
 Montana State University-Billings (MT)
 Montana State University-Bozeman (MT)
 Montclair State University (NJ)
 Moorhead State University (MN)
 Morehead State University (KY)
 Murray State University (KY)
 Nicholls State University (LA)
 North Carolina Central University (NC)
 North Carolina State University-Raleigh (NC)
 North Dakota State University Main Campus (ND)
 North Georgia College and State University (GA)
 Northeast Louisiana University (LA)
 Northeastern Illinois University (IL)
 Northeastern State University (OK)
 Northern Arizona University (AZ)
 Northern Kentucky University (KY)
 Northern Michigan University (MI)
 Northwest Missouri State University (MO)
 Northwestern State University of Louisiana (LA)
 Oakland University (MI)
 Ohio State University Main Campus, The (OH)
 Old Dominion University (VA)
 Oregon Institute of Technology (OR)
 Peru State College (NE)
 Plymouth State College (NH)
 Portland State University (OR)
 Prairie View A & M University (TX)
 Purdue University-Calumet (IN)
 Radford University (VA)
 Ramapo College of New Jersey (NJ)
 Rhode Island College (RI)
 Rowan University (NJ)
 Rutgers, the State University of New Jersey (NJ)
 Saginaw Valley State University (MI)
 Saint Mary's College of Maryland (MD)
 Salisbury State University (MD)
 Sam Houston State University (TX)
 Shippensburg University of Pennsylvania (PA)
 Slippery Rock University of Pennsylvania (PA)
 South Dakota School of Mines and Technology (SD)
 South Dakota State University (SD)
 Southeastern Louisiana University (LA)
 Southeastern Oklahoma State University (OK)

Southern Arkansas University (AR)
 Southern Illinois University-Carbondale (IL)
 Southern Illinois University-Edwardsville (IL)
 Southern Oregon University (OR)
 Southern Polytechnic State University (GA)
 Southern University and A & M College-Baton Rouge (LA)
 Southern Utah University (UT)
 Southwest Missouri State University-Springfield (MO)
 Southwest State University (MN)
 Southwest Texas State University (TX)
 Southwestern Oklahoma State University (OK)
 State University of New York-Albany (NY)
 State University of New York-Stony Brook (NY)
 State University of New York College-Brockport (NY)
 State University of New York College-Geneseo (NY)
 State University of New York College-Oswego (NY)
 State University of New York College-Potsdam (NY)
 State University of West Georgia (GA)
 Tarleton State University (TX)
 Temple University (PA)
 Tennessee State University (TN)
 Tennessee Technological University (TN)
 Texas A & M University-Commerce (TX)
 Texas A & M University-Corpus Christi (TX)
 Texas Tech University (TX)
 Towson University (MD)
 Truman State University (MO)
 United States Naval Academy (MD)
 University of Alabama-Huntsville (AL)
 University of Alaska-Southeast (AK)
 University of Arkansas-Little Rock (AR)
 University of Central Arkansas (AR)
 University of Central Florida-Orlando (FL)
 University of Central Oklahoma (OK)
 University of Colorado-Colorado Springs (CO)
 University of Colorado-Denver (CO)
 University of Delaware (DE)
 University of Georgia (GA)
 University of Houston (TX)
 University of Houston-Clear Lake (TX)
 University of Houston-Downtown (TX)
 University of Houston-Victoria (TX)
 University of Maine-Farmington (ME)
 University of Maine-Fort Kent (ME)
 University of Maine-Orono (ME)
 University of Maine-Presque Isle (ME)
 University of Maryland-Eastern Shore (MD)
 University of Massachusetts-Amherst (MA)
 University of Massachusetts-Boston (MA)
 University of Massachusetts-Dartmouth (MA)
 University of Memphis, The (TN)

University of Michigan-Dearborn (MI)
 University of Minnesota-Duluth (MN)
 University of Minnesota-Morris (MN)
 University of Missouri-Kansas City (MO)
 University of Missouri-Saint Louis (MO)
 University of Montana-Missoula, The (MT)
 University of Montevallo (AL)
 University of Nebraska-Kearney (NE)
 University of Nebraska-Omaha (NE)
 University of Nevada-Las Vegas (NV)
 University of Nevada-Reno (NV)
 University of North Alabama (AL)
 University of North Carolina-Asheville (NC)
 University of North Carolina-Charlotte (NC)
 University of North Carolina-Greensboro (NC)
 University of North Carolina-Pembroke (NC)
 University of North Carolina-Wilmington (NC)
 University of North Florida (FL)
 University of North Texas (TX)
 University of Northern Colorado (CO)
 University of Pittsburgh-Bradford (PA)
 University of Puerto Rico Arecibo University
 College (PR)
 University of South Alabama (AL)
 University of South Carolina-Aiken (SC)
 University of South Carolina-Spartanburg (SC)
 University of South Dakota-Vermillion (SD)
 University of South Florida-Tampa (FL)
 University of Southern Colorado (CO)
 University of Southern Indiana (IN)
 University of Southern Mississippi (MS)
 University of Southwestern Louisiana (LA)
 University of Tennessee-Chattanooga (TN)
 University of Tennessee-Martin (TN)
 University of Tennessee-Memphis (TN)
 University of Texas-Arlington (TX)
 University of Texas-Dallas (TX)
 University of Texas-El Paso (TX)
 University of Texas-Pan American (TX)
 University of Texas-San Antonio (TX)
 University of Texas-Tyler (TX)
 University of the Virgin Islands (VI)
 University of Toledo (OH)
 University of West Alabama, The (AL)
 University of West Florida (FL)
 University of Wisconsin-Eau Claire (WI)
 University of Wisconsin-Green Bay (WI)
 University of Wisconsin-La Crosse (WI)
 University of Wisconsin-Oshkosh (WI)
 University of Wisconsin-Parkside (WI)
 University of Wisconsin-Platteville (WI)
 University of Wisconsin-Stevens Point (WI)
 University of Wisconsin-Stout (WI)
 University of Wisconsin-Superior (WI)
 University of Wisconsin-Whitewater (WI)
 Valdosta State University (GA)

Valley City State University (ND)
 Virginia State University (VA)
 Washburn University of Topeka (KS)
 Washington State University (WA)
 Wayne State College (NE)
 Weber State University (UT)
 West Chester University of Pennsylvania (PA)
 Western Carolina University (NC)
 Western Connecticut State University (CT)
 Western Illinois University (IL)
 Western Kentucky University (KY)
 Western Michigan University (MI)
 Western Montana College (MT)
 Western New Mexico University (MN)
 Western Oregon University (OR)
 Western Washington University (WA)
 Wichita State University (KS)
 William Paterson University of New Jersey (NJ)
 Winston-Salem State University (NC)
 Winthrop University (SC)
 Worcester State College (MA)
 Wright State University Main Campus (OH)
 Youngstown State University (OH)

APPENDIX C

CUPA Private Faculty Salary-Trend Studies: 1995-96 and 1998-99

Institutions Participating in Both Studies:

Abilene Christian University (TX)	Brown University (RI)
Adrian College (MI)	Bryant College (RI)
Agnes Scott College (GA)	Bryn Mawr College (PA)
Albertson College (ID)	Bucknell University (PA)
Albertus Magnus College (CT)	Buena Vista University (IA)
Albion College (MI)	Butler University (IN)
Albright College (PA)	Cabrini College (PA)
Alderson Broaddus College (WV)	Caldwell College (NJ)
Alfred University (NY)	California Baptist University (CA)
Allegheny College (PA)	Calvin College (MI)
Allentown College of Saint Francis De Sales (PA)	Campbellsville University (KY)
Alma College (MI)	Canisius College (NY)
Alvernia College (PA)	Capitol College (MD)
Alverno College (WI)	Cardinal Stritch College (WI)
American University, The (DC)	Carlow College (PA)
Amherst College (MA)	Carroll College (MT)
Anderson University (IN)	Case Western Reserve University (OH)
Anna Maria College (MA)	Catawba College (NC)
Ashland University (OH)	Catholic University of America, The (DC)
Assumption College (MA)	Cazenovia College (NY)
Aurora University (IL)	Cedarville College (OH)
Averett College (VA)	Centenary College of Louisiana (LA)
Avila College (MO)	Central Baptist College (AR)
Azusa Pacific University (CA)	Central College (IA)
Babson College (MA)	Central Methodist College (MO)
Baldwin-Wallace College (OH)	Chapman University (CA)
Barat College (IL)	Charleston Southern University (SC)
Barnard College (NY)	Christian Brothers University (TN)
Barry University (FL)	Christian Heritage College (CA)
Bastyr University (WA)	Cincinnati Bible College and Seminary (OH)
Baylor University (TX)	Claremont Graduate University (CA)
Beaver College (PA)	Clarke College (IA)
Bellarmino College (KY)	Clarkson College (NE)
Belmont Abbey College (NC)	Clarkson University (NY)
Belmont University (TN)	Clear Creek Baptist Bible College (KY)
Benedict College (SC)	Colby-Sawyer College (NH)
Bennett College (NC)	Colgate University (NY)
Bentley College (MA)	College Misericordia (PA)
Berea College (KY)	College of Mount Saint Joseph (OH)
Bethany College (KS)	College of New Rochelle (NY)
Bethany College (WV)	College of Notre Dame of Maryland (MD)
Bethel College (IN)	College of Our Lady of the Elms (MA)
Bethel College (KS)	College of Saint Catherine (MN)
Bethel College (MN)	College of Saint Elizabeth (NJ)
Biola University (CA)	College of Saint Mary (NE)
Birmingham-Southern College (AL)	College of Saint Rose (NY)
Bluefield College (VA)	College of Saint Scholastica (MN)
Bradley University (IL)	College of Santa Fe (NM)
Brandeis University (MA)	College of the Southwest (NM)
Briar Cliff College (IA)	Columbia International University (SC)

Concordia College-Moorhead (MN)
 Concordia University (CA)
 Concordia University-Wisconsin (WI)
 Converse College (SC)
 Cornerstone College and Grand Rapids Baptist
 Seminary (MI)
 Covenant College (GA)
 Creighton University (NE)
 Culver-Stockton College (MO)
 D'Youville College (NY)
 Dakota Wesleyan University (SD)
 Davidson College (NC)
 Davis & Elkins College (WV)
 Defiance College, The (OH)
 DePaul University (IL)
 Dickinson College (PA)
 Doane College (NE)
 Dominican College of Blauvelt (NY)
 Dominican College of San Rafael (CA)
 Dominican University (IL)
 Drake University (IA)
 Drury College (MO)
 Duquesne University (PA)
 Eastern Mennonite University (VA)
 Eckerd College (FL)
 Edgewood College (WI)
 Elizabethtown College (PA)
 Elon College (NC)
 Embry-Riddle Aeronautical University (FL)
 Emerson College (MA)
 Emory University (GA)
 Fairfield University (CT)
 Fisk University (TN)
 Florida Southern College (FL)
 Fontbonne College (MO)
 Franciscan University of Steubenville (OH)
 Franklin College of Indiana (IN)
 Freed-Hardeman University (TN)
 Friends University (KS)
 Gannon University (PA)
 Gardner-Webb University (NC)
 George Washington University (DC)
 Georgetown College (KY)
 Georgian Court College (NJ)
 Gonzaga University (WA)
 Gordon College (MA)
 Goshen College (IN)
 Grand Canyon University (AZ)
 Grand View College (IA)
 Grinnell College (IA)
 Guilford College (NC)
 Gustavus Adolphus College (MN)
 Gwynedd-Mercy College (PA)
 Hampden-Sydney College (VA)
 Hartwick College (NY)
 Heidelberg College (OH)

Hendrix College (AR)
 Hilbert College (NY)
 Hiram College (OH)
 Holy Family College (PA)
 Hope College (MI)
 Houghton College (NY)
 Houston Baptist University (TX)
 Howard University (DC)
 Husson College (ME)
 Illinois Institute of Technology (IL)
 Immaculata College (PA)
 Inter American University of Puerto Rico-
 Barranquitas (PR)
 Inter American University of Puerto Rico-Bayamon
 (PR)
 Iona College (NY)
 Ithaca College (NY)
 Jacksonville University (FL)
 Jamestown College (ND)
 John Brown University (AR)
 John Carroll University (OH)
 Johns Hopkins University (MD)
 Judson College (AL)
 Kalamazoo College (MI)
 Kenyon College (OH)
 Keuka College (NY)
 King's College (PA)
 La Roche College (PA)
 La Salle University (PA)
 La Sierra University (CA)
 Lakeland College (WI)
 Le Moyne College (NY)
 Lebanon Valley College (PA)
 Lees-McRae College (NC)
 Lenoir-Rhyne College (NC)
 LeTourneau University (TX)
 Limestone College (SC)
 Lincoln Memorial University (TN)
 Lindsey Wilson College (KY)
 Long Island University (NY)
 Louisiana College (LA)
 Loyola College in Maryland (MD)
 Loyola Marymount University (CA)
 Loyola University New Orleans (LA)
 Luther College (IA)
 Lycoming College (PA)
 Lynchburg College (VA)
 Lyon College (AR)
 Madonna University (MI)
 Malone College (OH)
 Manhattan Christian College (KS)
 Marian College (IN)
 Marion College of Fond du Lac (WI)
 Marietta College (OH)
 Marist College (NY)
 Mars Hill College (NC)

Mary Baldwin College (VA)
 Marycrest International University (IA)
 Marymount College of Tarrytown (NY)
 Marymount University (VA)
 Maryville University of Saint Louis (MO)
 Marywood University (PA)
 Massachusetts Institute of Technology (MA)
 McMurry University (TX)
 Medaille College (NY)
 Mercer University (GA)
 Mercy College (NY)
 Merrimack College (MA)
 Messiah College (PA)
 Midland Lutheran College (NE)
 Midway College (KY)
 Milligan College (TN)
 Millikin University (IL)
 Missouri Baptist College (MO)
 Monmouth College (IL)
 Morningside College (IA)
 Mount Saint Clare College (IA)
 Mount Saint Mary's College and Seminary (MD)
 Mulhenberg College (PA)
 Muskingum College (OH)
 National University (CA)
 Neumann College (PA)
 New Hampshire College (NH)
 Niagara University (NY)
 North Central College (IL)
 Northeastern University (MA)
 Northland College (WI)
 Northwest Christian College (OR)
 Northwestern College (IA)
 Northwestern College (MN)
 Norwich University (VT)
 Notre Dame College (NH)
 Oakwood College (AL)
 Occidental College (CA)
 Oglethorpe University (GA)
 Ohio Northern University (OH)
 Oklahoma Baptist University (OK)
 Our Lady of the Lake University (TX)
 Pacific Lutheran University (WA)
 Palm Beach Atlantic College (FL)
 Pepperdine University (CA)
 Piedmont College (GA)
 Pikeville College (KY)
 Point Park College (PA)
 Presbyterian College (SC)
 Providence College (RI)
 Quincy University (IL)
 Randolph-Macon College (VA)
 Reed College (OR)
 Regent University (VA)
 Regis College (MA)
 Rensselaer Polytechnic Institute (NY)

Rhode Island School of Design (RI)
 Rhodes College (TN)
 Rider University (NJ)
 Ripon College (WI)
 Rivier College (NH)
 Roanoke College (VA)
 Robert Morris College (PA)
 Rockford College (IL)
 Rockhurst College (MO)
 Rocky Mountain College (MT)
 Rollins College (FL)
 Roosevelt University (IL)
 Rose-Hulman Institute of Technology (IN)
 Sacred Heart Major Seminary/College and Theologate (MI)
 Sacred Heart University (CT)
 Sage Colleges, The (NY)
 Saint Andrews Presbyterian College (NC)
 Saint Bonaventure University (NY)
 Saint Edward's University (TX)
 Saint Francis College (PA)
 Saint John Fisher College (NY)
 Saint Joseph's College (IN)
 Saint Martin's College (WA)
 Saint Mary College (KS)
 Saint Mary's College (IN)
 Saint Mary's College of California (CA)
 Saint Mary's University (TX)
 Saint Mary's University of Minnesota (MN)
 Saint Peter's College (NJ)
 Saint Xavier University (IL)
 Salem College (NC)
 Salve Regina University (RI)
 Santa Clara University (CA)
 Scripps College (CA)
 Seattle Pacific University (WA)
 Seattle University (WA)
 Seton Hill College (PA)
 Shorter College (GA)
 Siena College (NY)
 Siena Heights University (MI)
 Simpson College (IA)
 Smith College (MA)
 Southeastern College of the Assemblies of God (FL)
 Southern Adventist University (TN)
 Southern California College (CA)
 Southern Methodist University (TX)
 Spalding University (KY)
 Spring Hill College (AL)
 Springfield College (MA)
 Stanford University (CA)
 Susquehanna University (PA)
 Sweet Briar College (VA)
 Tabor College (KS)
 Teikyo Post University (CT)
 Texas Christian University (TX)

Texas Wesleyan University (TX)
 Thomas College (ME)
 Trinity Christian College (IL)
 Trinity College (VT)
 Tufts University (MA)
 Tulane University (LA)
 Tusculum College (TN)
 Tuskegee University (AL)
 Union College (NE)
 Union Theological Seminary and Presbyterian
 School of Christian Education (VA)
 Union University (TN)
 United States International University (CA)
 Unity College (ME)
 University of Bridgeport (CT)
 University of Central Texas (TX)
 University of Charleston (WV)
 University of Dayton (OH)
 University of Evansville (IN)
 University of Hartford (CT)
 University of La Verne (CA)
 University of Miami (FL)
 University of New England (ME)
 University of New Haven (CT)
 University of Portland (OR)
 University of Redlands (CA)
 University of Richmond (VA)
 University of Rio Grande (OH)
 University of Saint Thomas (MN)
 University of Saint Thomas (TX)
 University of San Diego (CA)
 University of San Francisco (CA)
 University of Scranton (PA)
 University of Sioux Falls (SD)
 University of Tampa (FL)
 University of the Incarnate Word (TX)
 University of the Ozarks (AR)
 University of the Pacific-Stockton (CA)
 University of the South (TN)
 University of Tulsa (OK)
 Upper Iowa University (IA)
 Ursuline College (OH)
 Utica College of Syracuse University (NY)
 Valparaiso University (IN)
 Viterbo College (WI)
 Walsh College (OH)
 Warren Wilson College (NC)
 Wartburg College (IA)
 Washington and Jefferson College (PA)
 Washington College (MD)
 Webster University (MO)
 Wesley College (DE)
 Western Baptist College (OR)
 Western Maryland College (MD)
 Western New England College (MA)
 Westminster College of Salt Lake City (UT)

Wheaton College (MA)
 Widener University (PA)
 William Jewell College (MO)
 William Penn College (IA)
 Williams Baptist College (AR)
 Wilmington College (OH)
 Wisconsin Lutheran College (WI)
 Woodbury University (CA)
 Worcester Polytechnic Institute (MA)
 Xavier University (OH)
 York College of Pennsylvania (PA)

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